

## **RECOMMENDATIONS**

In order for executive departments and agencies to fully comply with the CCA, the following recommendations should be implemented:

1. Departments and agencies should review the mechanisms in place for assuring that they are fully implementing the CCA through their policies, procedures, and practices.
2. Departments and agencies should articulate the roles, reporting relationships and boundaries of authority among all CIOs within an agency in ways that enhance the effective implementation of the CCA.
3. Departments and agencies must provide the appropriate authority to the CIO to ensure the CIO's control over IT capital planning and investment processes.
4. Departments and agencies need to increase quality control of their capital planning and investment control practices, including ensuring that any cost/benefit data used in investment decision making is accurate and complete.
5. Departments and agencies need to provide clear procedures on how CIOs and program managers communicate to senior management the status and progress of major IT projects.
6. In order to avoid schedule slips and cost overruns on major IT investments, departments and agencies should develop and incorporate the use of decision milestones in IT project management.
7. Departments and agencies must develop an effective means of identifying IT projects that deviate significantly from cost, schedule and performance expectations.
8. Departments and agencies need to increase project management and capital planning skills within their IT workforce.
9. Departments and agencies must provide better data on how IT investments will benefit Federal programs.
10. Departments and agencies should develop IT management plans that include accomplishments, progress, and the identification of areas requiring attention.
11. Departments and agencies should clarify the requirements for process re-engineering in their overall capital planning and investment control procedures.
12. Departments and agencies should increase their use of modular contracting for building and acquiring information systems.